

Program Manager, GS- 0340-14

NCC: 677-02

Position Number: GS05C09

Introductory Statement: Incumbent serves as the Deputy Project Manager/Resources and is responsible for project business systems control and analysis. Responsible for the comprehensive integration of all resources aspects of the project. Maintains continuous surveillance of schedule milestones for all project systems and all activities, which may affect the programmed costs, technical acceptance, or completion date of the project.

Plans and Administers Programs or Projects 20%

Serves as expert consultant in the planning, monitoring, and administration of programs or projects of national or international significance, characterized by constantly, and sometimes greatly changing physical environment, critical problems, or other similar variables and unknowns. Provides overall technical insight into the development and management of policies, procedures, and operational schedules necessary for new systems and functions.

As Deputy Project Manager/Resources, the incumbent is an integral member of the Project Management Team. His/her expertise in resource planning and management and ability to deal with technical concepts are key contributions to the successful leadership of the Program. In this capacity:

- a. Acts for the Project Manager on matters within his/her cognizance and performs as the Project Manager in the absence of the Project Manager and the Deputy Project Manager.
- b. Organizes, supervises and trains the Project business staff and directs the execution of the business functions of the Project.
- c. Plays a major role in establishing overall Project policies, plans, and priorities. Is an authoritative source for decisions and guidance. The Project Manager places full reliance on the incumbent as a management authority in overall program definition, direction and emphasis throughout the Project cycle.
- d. Maintains continuous surveillance of schedule milestones for all Project systems and all activities within or outside NASA which may affect the programmed costs, technical acceptance, or completion date of the Project.

OTHER MANAGERIAL RESPONSIBILITIES:

The incumbent provides administrative and technical supervision to administrative employees by assigning work to the employees on the basis of individual background, skills, and capability to perform assignments. Reviews and evaluates the progress, quality, and quantity of work performed by subordinate employees. Develops performance standards and assigns periodic performance ratings. Identifies and provides for training and developmental needs of subordinate employees. Participates in the staffing function by interviewing candidates, and by recommending employment, reassignment, and promotion of subordinate employees. Advises employees on policies, procedures, and other administrative matters necessary to accomplish the work of the organization. Schedules vacations, approves, or disapproves leave, hears and resolves minor complaints and grievances, and effects minor disciplinary actions. The incumbent refers more serious personnel matters to higher levels of authority.

The incumbent will exercise his/her personnel management responsibilities on the basis of individual merit and without discrimination against any employee or applicant for employment because of race, color, religion, sex, age, or national origin.

The furthering of Equal Opportunity goals is a requirement of this position. The incumbent shall exercise leadership in, and be responsible for, equal opportunity in employment, development, advancement, and treatment of employees directly and indirectly supervised.

The incumbent has primary responsibility for the safety of personnel and property and for the identification and control of hazards within the scope of his/her authority. Accordingly, he/she is charged with implementing the requirements, procedures, and standards established in the GSFC Health and Safety Manual related directives for optimized, accident-free mission accomplishments.

Develops and/or Manages Program Business Control Systems 20%

Plans, establishes, and directs a program for establishing administrative control systems for a major agency component within the Project. Evaluates, plans, and directs the business functions within the Project. Serves as Deputy Project Manager/Resources to ensure accomplishment of overall Project objectives by providing business management expertise to all phases and segments of the Project. In particular:

a. Maintains surveillance over the Project's business systems to ensure maximum probability of Project success (i.e., on-time performance within budget allocations) and resolves all requirements within or outside NASA which affect the business aspects of the Project.

b. Conducts Project management and business reviews including reviews by Center Management, Headquarters Management, contractors, investigators and foreign governments.

c. Recognizes the unique management and business problems that arise in the development of complex space flight systems and devises and executes effective solutions to these problems.

d. Directs the preparation of requirements for Project control and analysis functions throughout the Center for the Project.

e. Assigns tasks to subordinates and cognizant groups within GSFC to ensure proper management, accurate analysis and reporting of all Project control functions. These functions include evaluation of contractor performance; Project manufacturing and scheduling; human and financial resources; management information systems; configuration management systems; logistics functions; and documentation.

f. Performs reviews of documentation and configuration and initiates appropriate corrective action where necessary. Evaluates impact of proposed configuration changes and advises the Configuration Control Board. Manages established time objectives for the Project and its related activities. Plans and executes Project activities in accordance with those schedules, ensuring that "workaround" plans are developed as required. Advises Project management when specific milestones are unobtainable and continually assesses Project status in conjunction with overall time objectives.

g. Involves technical personnel in those items requiring technical support and directs their interaction with the business staff.

h. Leads all procurement activities for the Project. As such, he/she is responsible for defining and obtaining approval for acquisition plans of all Project needs. Reviews Project procurement plans and either approves them or recommends approval to the Project Manager. Resolves all Project procurement problems with the Procurement Officer or the Contracting Officer.

Administers Budget and Financial Management 30%

Performs as an expert in budgeting and financial management for a large organization or at a departmental level or major agency program level. Responsible for the development, presentation, and execution of federal operating budgets. Utilizes budget estimates prepared by departmental and Project level staff to determine base resource levels in many areas.

Reviews budget estimates submitted; analyzes project plans and information and identifies need for changes. Responsible for preparation of justification. Maintains a continuing review of operating and financial programs. Determines the need for budget reprogramming and requests the necessary action. Makes analyses of program reports, financial statements, and other accounting data, correlating and verifying information. Ensures funds are properly allocated and spent in a timely manner.

allocated and spent in a timely manner.

Oversees the preparation of annual and special budget estimates. Recommends distribution of financial resources for programs and activities. As part of the annual NASA budget preparation, formulates budget estimates and justifications and financial Operating Plans for the Project. Collects statistics to prepare tables, charts, and reports in support of the budget process, annual reports and workload indicators. Prepares projections of expenditures for the budget year in order to advise management on the status of funds.

Provides Program Advice and Guidance 30%

Serves as an expert consultant on broad projects and programs with national impact. Consults with all levels of management, headquarters personnel, other federal agencies, and to foreign and commercial organizations. Specifically:

a. Provides business consultation to the GSFC support Directorates on business aspects of the Project to assure control and accountability of Project resources. Establishes, convenes, and chairs committees and working groups as deemed necessary during the life of the Project such as coordination committees, supporting review groups, and analysis groups.

b. Supports the Project Manager in directing contractor efforts for the Project directly for those contractors where the Project holds the contract and indirectly, as necessary, for the contractors of supporting organizations. Ensures that the GSFC or other NASA activities maintain appropriate technical monitoring over the quality, timing and work placed with outside contractors or other government agencies. Provides close liaison negotiations and administration of contracts for the Project.

c. Develops and initiates Project reports as may be required by NASA or to the Project circumstances to keep Project personnel and higher authorities informed of the Project's progress. Ensures that the business data resulting from the Project are disseminated in accordance with the Project requirements.

d. Responsible for directing business and cost requirements for Project development and interfaces with other government agencies and major corporations as well as foreign governments and universities. As such, the incumbent has the responsibility to conduct activities, because he/she is in a decision making role, in a manner that reflects credit upon NASA and the United States.

OTHER SIGNIFICANT FACTS:

Performs other duties as assigned.

Factor 1- 8 Knowledge Required by the Position

(1) Mastery of a wide range of qualitative and/or quantitative methods for the assessment and improvement of project effectiveness or the improvement of complex management processes and systems. (2) Comprehensive knowledge of the range of administrative laws, policies,

and systems; (2) Comprehensive knowledge of the range of administrative laws, policies, regulations, and precedents applicable to the administration of one or more important public projects; (3) Knowledge of agency project goals and objectives, the sequence and timing of key project events and milestones, and methods of evaluating the worth of project accomplishments; and (4) Skill to plan, organize, and direct team study work and to negotiate effectively with management to accept and implement recommendations where the proposals involve substantial agency resources, require extensive changes in established procedures, or may be in conflict with the desires of the activity studied.

Extensive background in the concepts, theories, principles, and practices of general and cost accounting, budgetary control and financial analysis; and a firm foundation in legal principles governing business transactions and business relationships.

Professional knowledge of, and ability to apply, Research and Development business principles in developing and operating space flight systems.

Knowledge of and experience in all phases of Project management in the areas of project control and schedule analysis.

Ability to communicate orally and in writing.

Factor 2- 5 Supervisory Controls

As a recognized authority in the analysis and evaluation of projects and issues, the employee is subject only to administrative and policy direction concerning overall project priorities and objectives. The employee is typically delegated complete responsibility and authority to plan, schedule, and carry out major projects concerned with the analysis and evaluation of projects or organizational effectiveness. Analyses, evaluations, and recommendations developed by the employee are normally reviewed by management officials only for potential influence on broad agency policy objectives and project goals. Findings and recommendations are normally accepted without significant change.

Factor 3- 5 Guidelines

Guidelines consist of basic administrative policy statements concerning the issue or problem being studied, and may include reference to pertinent legislative history, related court decisions, state and local laws, or policy initiatives of agency management. The employee uses judgment and discretion in determining intent, and in interpreting and revising existing policy and regulatory guidance for use by others within or outside the employing organization. The employee is recognized as an expert in the development and/or interpretation of guidance on project planning and evaluation in a specialized area.

Factor 4- 5 Complexity

Analyzes interrelated issues of effectiveness, efficiency, and productivity of substantive mission-oriented projects. Develops detailed plans, goals, and objectives for the long-range implementation and administration of the project, and/or develops criteria for evaluating the effectiveness of the project. Decisions concerning planning, organizing and conducting studies

effectiveness of the project. Decisions concerning planning, organizing and conducting studies are complicated by conflicting project goals and objectives. Assignments are complicated by the need to deal with subjective concepts, the quality and quantity of actions are measurable primarily in predictive terms, and findings and conclusions are highly subjective and not readily susceptible to verification through replication of study methods or reevaluation of results. Options, recommendations, and conclusions take into account and give appropriate weight to uncertainties about the data and other variables which affect long-range project performance.

As Deputy Project Manager/Resources, the incumbent assists in organizing, leading, directing and controlling all elements of project management; project planning, implementation, from initiation of the Execution Phase to launch and post launch activities, and for advance planning activities throughout the lifetime of the project.

The project missions involve the combined effort of a number of GSFC Directorates, other NASA Centers, private industry and international partners and resources responsibilities are complex and difficult. These difficulties are frequently new and unprecedented and require in-depth evaluations and the development of new approaches to resolve the problems. The incumbent's resolutions to problems are considered to be authoritative.

The multiple missions also are a substantial factor in the position's complexity. In particular, on-going analyses must be performed and judgments rendered concerning choices between resource expenditures amongst alternative missions and the impact upon mission partners. Recommendations must be made to the Project Manager, as well as GSFC and NASA Headquarters, regarding how best to utilize fixed levels of manpower, research and development, and travel funds.

Factor 5- 5 Scope and Effect

Analyzes and evaluates major administrative aspects of substantive, mission-oriented projects. Develops long-range project plans, goals, objectives, and milestones or evaluates the effectiveness of projects conducted throughout an agency, or for a significant organizational segment of an agency, such as a regional office, Center, or major field installation. Identifies and develops ways to resolve problems or cope with issues which directly affect the accomplishment of principal project goals and objectives. Develops new ways to resolve major administrative problems or plans the most significant administrative management aspects of professional or scientific projects. Develops administrative regulations or guidelines for the conduct of project operations or new criteria for measuring project accomplishments. Study reports contain findings and recommendations of major significance to top management of the agency, and often serve as the basis for new administrative systems, legislation, regulations, or programs.

Factor 6- 3 Personal Contacts

Contacts are with persons outside the agency which may include consultants, contractors, or business executives in a moderately unstructured setting. Contacts may also include the head of the employing agency or program officials several managerial levels removed from the employee when such contacts occur on an ad hoc basis.

employee when such contacts occur on an ad-hoc basis.

Factor 7- 3 Purpose of Contacts

The purpose of contacts is to justify or settle matters involving significant or controversial issues; e.g., recommendations affecting major projects, dealing with substantial expenditures, or significantly changing the nature and scope of Project goals and objectives.

Factor 8- 1 Physical Demands

The work is primarily sedentary, although some slight physical effort may be required. The incumbent will be expected to attend meetings where he/she must be attentive and sit for long periods of time. He/she may also be involved with prelaunch and launch activities which may require working in a controlled environment, wearing special clothing, stooping, bending, and in some instances climbing.

Factor 9- 1 Work Environment

Work is typically performed in an adequately lighted and climate controlled office. May require occasional travel.

Program Manager GS 0210 15

Position Number: GS05C10

Introductory Statement: Incumbent serves as the Deputy Project Manager/Resources and is
Plans and Administers Programs or Projects 20%

Serves as expert consultant in the planning, monitoring, and administration of programs or

As Deputy Project Manager/Resources, the incumbent is an integral member of the Project

- a. Acts for the Project Manager on matters within his/her cognizance and performs as the
- b. Organizes, supervises and trains the Project business staff and directs the execution of the
- c. Plays a major role in establishing overall Project policies, plans, and priorities. Is an
- d. Maintains continuous surveillance of schedule milestones for all Project systems and all

OTHER MANAGERIAL RESPONSIBILITIES:

OTHER MANAGERIAL RESPONSIBILITIES:

The incumbent provides administrative and technical supervision to administrative employees by assigning work to the employees on the basis of individual background, skills, and capability to perform assignments. Reviews and evaluates the progress, quality, and quantity of work performed by subordinate employees. Develops performance standards and assigns periodic performance ratings. Identifies and provides for training and developmental needs of subordinate employees. Participates in the staffing function by interviewing candidates, and by recommending employment, reassignment, and promotion of subordinate employees. Advises employees on policies, procedures, and other administrative matters necessary to accomplish the work of the organization. Schedules vacations, approves, or disapproves leave, hears and resolves minor complaints and grievances, and effects minor disciplinary actions. The incumbent refers more serious personnel matters to higher levels of authority.

The incumbent will exercise his/her personnel management responsibilities on the basis of individual merit and without discrimination against any employee or applicant for employment because of race, color, religion, sex, age, or national origin.

The furthering of Equal Opportunity goals is a requirement of this position. The incumbent shall exercise leadership in, and be responsible for, equal opportunity in employment, development, advancement, and treatment of employees directly and indirectly supervised.

The incumbent has primary responsibility for the safety of personnel and property and for the identification and control of hazards within the scope of his/her authority. Accordingly, he/she is charged with implementing the requirements, procedures, and standards established in the GSFC Health and Safety Manual related directives for optimized, accident-free mission accomplishments.

Develops and/or Manages Project Business Control Systems 20%

Plans, establishes, and directs a program for establishing administrative control systems for the agency, as applied within the Project. Provides authoritative and comprehensive advice and assistance to ensure the integration and validation of budget programs and institutionally managed requirements. Decisions revolve around largely undefined issues and elements requiring extensive probing and analysis. Develops, prepares, analyzes, and validates near and long-term budget planning estimates in support of objectives and related work.

Interprets and implements financial regulatory directives related to financial management. Establishes policy to ensure that statutory and administrative provisions governing the expenditure and stewardship of Government funds are followed. Provides analysis of programmatic requirements to include contractor workforce, equipment, facilities, schedules, and civil service workforce. Serves as Deputy Project Manager/Resources to ensure accomplishment of overall Project objectives by providing business management expertise to all phases and components of the Project. In addition,

all phases and segments of the Project. In particular:

a. Maintains surveillance over the Project's business systems to ensure maximum probability of Project success (i.e., ontime performance within budget allocations) and resolves all requirements within or outside NASA which affect the business aspects of the Project.

b. Conducts Project management and business reviews including reviews by Center Management, Headquarters Management, contractors, investigators and foreign governments.

c. Recognizes the unique management and business problems that arise in the development of complex space flight systems and devises and executes effective solutions to these problems.

d. Directs the preparation of requirements for Program control and analysis functions throughout the Center for the Project.

e. Assigns tasks to subordinates and cognizant groups within GSFC to ensure proper management, accurate analysis and reporting of all Project control functions. These functions include evaluation of contractor performance; Project manufacturing and scheduling; human and financial resources; management information systems; configuration management systems; logistics functions; and documentation.

f. Performs reviews of documentation and configuration and initiates appropriate corrective action where necessary. Evaluates impact of proposed configuration changes and advises the Configuration Control Board. Manages established time objectives for the Project and its related activities. The incumbent plans and executes Project activities in accordance with those schedules, ensuring that "workaround" plans are developed as required. Advises Project management when specific milestones are unobtainable and continually assesses Project status in conjunction with overall time objectives.

g. Involves technical personnel in those items requiring technical support and directs their interaction with the business staff.

h. Leads all procurement activities for the Project. As such, he/she is responsible for defining and obtaining approval for acquisition plans of all Project needs. Reviews Project procurement plans and either approves them or recommends approval to the Project Manager. Resolves all Project procurement problems with the Procurement Officer or the Contracting Officer.

Administers Budget and Financial Management 30%

Manages total resources operations for one or several major agency organizations or programs. Provides authoritative guidance in budgeting, financial management, human resources, and facilities for major agency organizations and their technical and administrative programs. Responsible for the development, presentation, and execution of the organization's operating budgets. Utilizes budget estimates prepared by subordinate and external organizations to determine base resource levels in all resource areas.

Reviews budget estimates submitted; analyzes technical and administrative program plans and information, and identifies need for resource adjustments. Responsible for evaluation and approval of justification. Maintains a continuing review of operating and financial programs milestones. Determines the need for budget reprogramming and initiates the necessary action. Analyzes project reports, financial statements, and other accounting data, correlating and verifying information. Ensures funds are properly allocated and spent in a timely manner.

Oversees the preparation of annual and special budget estimates. Recommends distribution of financial resources for projects and activities. Formulates annual budget estimates and justifications. Collects statistics to prepare tables, charts, and reports in support of the budget process, annual reports and workload indicators. Approves projections of expenditures for the budget year in order to advise management on the status of funds.

Provides Program Advice and Guidance 30%

Serves as an expert consultant on the most challenging problems in the program management field to an agency having responsibility for a program of national or international scope and impact. Maintains close contact with headquarters, field centers, commercial industry representatives, and international partners. Specifically:

- a. Provides business consultation to the GSFC support Directorates on business aspects of the Project to assure control and accountability of Project resources. Establishes, convenes, and chairs committees and working groups as deemed necessary during the life of the Project such as coordination committees, supporting review groups, and analysis groups.
- b. Submits initial budget recommendations for the Project or any of its systems and/or subsystems as part of the annual NASA budget preparation and makes revisions on a case by case basis as required. Develops and recommends financial Operating Plans for the systems assigned to the Project.
- c. Supports the Program Manager in directing contractor efforts for the Program directly for those contractors where the Program holds the contract and indirectly, as necessary, for the contractors of supporting organizations. Ensures that the GSFC or other NASA activities maintain appropriate technical monitoring over the quality, timing and work placed with outside contractors or other government agencies. Provides close liaison negotiations and administration of contracts for the Program.

d. Develops and initiates Program reports as may be required by NASA or to the Program circumstances to keep Program personnel and higher authorities informed of the Program's progress. Ensures that the business data resulting from the Program are disseminated in accordance with the Program requirements.

e. Responsible for directing business and cost requirements for Program development and interfaces with other government agencies and major corporations as well as foreign governments and universities. As such, the incumbent has the responsibility to conduct activities, because he/she is in a decision making role, in a manner that reflects credit upon NASA and the United States.

OTHER SIGNIFICANT FACTS:

Performs other duties as assigned.

Factor 1- 9 Knowledge Required by the Position

Mastery of program and organizational analysis principles, methods, practices and techniques; analytical methods; and interpersonal relations practices. Skill to apply this mastery in developing new methods and approaches in planning, integrating, and evaluating programs for the agency. Knowledge and skill to advise other specialists in and outside the agency, as well as top managers and decision-makers, on issues of developing, communicating, or enhancing program matters involving interaction with all of the agency's publics, both nationally and internationally.

Professional knowledge of and ability to apply Research and Development business principles in developing and operating space flight systems.

Knowledge of and experience in all phases of program management including, but not limited to, Program and Project control and analysis, Management Information Systems, Project wide planning and evaluation, systems testing, configuration management, systems integration testing, reliability and quality assurance, scheduling, health and safety, budgetary and financial planning, technical direction and monitoring of contracts, and Program and Project reporting. Particularly, this requires expert knowledge and experience in striking a balance between technical performance, schedule and cost.

Ability to organize the various elements and groups required to affect a complete Program/Project. Ability to effectively balance management attention and resource allocations.

Knowledge of government and agency contractual and funding rules, regulations, relationships and administrative processes involved in developing and procuring hardware, research studies, and engineering services.

Understanding of the technical concepts associated with Space Science and Technology.

Ability to communicate well both orally and in writing.

Factor 2- 5 Supervisory Controls

As a recognized authority in the analysis and evaluation of project and issues, the employee is subject only to administrative and policy direction concerning overall project priorities and objectives. The employee is typically delegated complete responsibility and authority to plan, schedule, and carry out major projects concerned with the analysis and evaluation of programs or organizational effectiveness. Analyses, evaluations, and recommendations developed by the employee are normally reviewed by management officials only for potential influence on broad agency policy objectives and program goals. Findings and recommendations are normally accepted without significant change.

Factor 3- 5 Guidelines

Guidelines consist of basic administrative policy statements concerning the issue or problem being studied, and may include reference to pertinent legislative history, related court decisions, state and local laws, or policy initiatives of agency management. The employee uses judgment and discretion in determining intent, and in interpreting and revising existing policy and regulatory guidance for use by others within or outside the employing organization. The employee is recognized as an expert in the development and/or interpretation of guidance on program planning and evaluation in a specialized area.

Factor 4- 6 Complexity

Plans, organizes, and completes analytical studies involving the substance of key agency programs. Obtains input and assistance from other analysts and subject-matter specialists when required. Serves as team leader, assigns segments of study to various participants, coordinates the efforts of the group, and consolidates findings into a completed project. There is extreme difficulty in identifying the nature of the issues or problems and in planning, organizing, and determining the scope and depth of the study. The nature and scope of issues are largely undefined. Difficulty is also encountered in separating the substantive nature of projects or issues into their components and determining the nature and magnitude of the interactions, and in discerning the intent of legislation and program statements and determining how to translate the intent into project actions.

Factor 5- 6 Scope and Effect

Performs very broad and extensive study assignments related to government projects which are of significant interest to the public and Congress. Studies frequently involve extensive problems of coordination in fact-finding and in reviewing and testing recommendations in interested agency organizations or with outside groups. Recommendations involve highly significant projects or policy matters and may have an impact on several organizations. Results of work are critical to the mission of the agency or affect large numbers of people on a long-term, continuing basis.

Factor 6- 3 Personal Contacts

Contacts are with persons outside the agency which may include consultants, contractors, or business executives in a moderately unstructured setting. Contacts may also include the head of the employing agency or program officials several managerial levels removed from the employee when such contacts occur on an ad-hoc basis.

Factor 7- 3 Purpose of Contacts

The purpose of contacts is to influence managers or other officials to accept and implement findings and recommendations on organizational improvement or project effectiveness. May encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems.

Factor 8- 1 Physical Demands

The work is primarily sedentary, although some slight physical effort may be required. The incumbent will be expected to attend meetings where he/she must be attentive and sit for long periods of time. He/she may also be involved with prelaunch and launch activities which may require working in a controlled environment, wearing special clothing, stooping, bending, and in some instances climbing.

Factor 9- 1 Work Environment

Work is typically performed in an adequately lighted and climate controlled office. May require occasional travel.